

THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

To provide the highest level of emergency response and effective prevention to preserve the life, property and well-being of our community.

Vision

The Vision of the Kingman Fire Department is to become widely recognized as a department which demonstrates excellence in the delivery of its services. Honor our community's trust by demonstrating our commitment to duty. Strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders. Proactively identify and analyze our community's risks, thereby maintaining an efficient response model. Continue to build strong relationships and consistent collaboration with our regional partners and support agencies. Maintain an internal culture that reflects a diverse, respectful and professional atmosphere, nurtured by transparency as well as cooperative and evolving internal communication processes. To develop comprehensive training, professional development and succession planning to ensure the future success of Kingman Fire Department.

Values

The Values of the Kingman Fire Department are based upon the belief that all of our customers deserve a better quality of life. Our values center around:

Safety ~ Community
Professionalism ~ Empowerment
Efficiency & Effectiveness
~ Integrity.



TABLE OF CONTENTS

Message From the Chief	5
Agency Overview	6
Organizational Chart	7
Accreditation	8
ISO.....	9
Strategic Plan.....	10
History	12
Current City Council Members	14
Chiefs History.....	15
Infrastructure and Resources	16
Fire District Map	17
Infrastructure and Resources Continued	18
Operations	20
Response Performance Measurements	22
Emergency Medical Services	26
Training and Safety	30
Special Operations.....	32
911 Communications Center	34
Current Department Personnel.....	36
Awards and Commendations	38
Staffing Changes.....	39

MESSAGE FROM THE CHIEF

I am pleased to present the 2016 Kingman Fire Department Annual Performance Report to Mayor Monica Gates, City Manager John Dougherty, and the citizens of Kingman. This report provides a look back at the accomplishments and performance over the last year, recognizes the outstanding work of our fire service professionals, and reflects on the impressive diversity of services we provide to our community.

It is my distinct honor and privilege to lead a progressive, customer-driven, fire department that constantly strives for continuous improvement in order to meet the fire and rescue needs of its community. During 2016, the department continued to do what it is known for; deliver exceptional customer service. The level of emergency and non-emergency services delivered to the city of Kingman is nothing short of exceptional and exactly what the citizens have not only come to expect but deserve.

Throughout this report, you will find that the performance of the fire department has taken major strides towards the accomplishment of established goals and objectives that have provided a foundation for excellence. During the last year, we started to think proactive rather than reactive. In addition, the department came together along with a community driven perspective to produce its first strategic plan to guide us over the next five years. The following strategic initiatives were identified:

- Enhance the delivery of services to provide the best value to the community we serve.
- Invest in leadership development for the long-term health of the organization.
- Provide for the Health and Safety of all employees within the organization.
- Develop an effective community communication and outreach program.
- Develop our organization to lead the fire service

Each of these strategic initiatives is thoroughly developed with short and long term goals and objectives that will be continuously monitored and changed for improvement. These goals will allow the fire department to continue to be a “public safety leader,” providing a safe and secure environment for our community in all hazards. The Kingman Fire Department remains committed to providing our community with excellent and compassionate emergency services. As the Fire Chief, I am committed to providing our members with the training, equipment, and leadership needed to fulfill the mission of the fire department and ensuring the level of service continues to improve on a daily basis. We will continually evaluate our operations to ensure we consistently exceed the expectations of our community with our focus being “continuous improvement.” I encourage you to contact us if you have any questions or if you have suggestions to improve our services.

Building upon our past success within the community, the department plans to continue to plan and build for growth and increased response needs. As with most fire department across the United States, our mission is expanding to meet the needs of our community. We respond not only to fires but to a variety of calls for service, making us truly an all hazards response agency. Upwards of 80% of our emergency calls are medical in nature but others require a need for technical expertise to mitigate the problem. I can assure you that our firefighters are focused, engaged, and lead from their positions to ensure they are well trained, experienced, and prepared for any emergency. We are consistent, we are transparent, and we are accountable to provide the best service possible to the city of Kingman and its citizens.

This Annual Report clearly exemplifies the dedication and professionalism of all our members. I look forward to an exciting and productive 2017, working with the city leadership, and most importantly serving as your Fire Chief. Over the next year, we look forward to improving our service delivering by taking advantage of a variety of opportunities that allow us to build on our outstanding service.

In service,



Fire Chief Jake Rhoades

AGENCY OVERVIEW

All sworn personnel are trained to the Emergency Medical Technician – Basic level, but the department heavily emphasizes paramedic certification for all members as the department has 29 full-time paramedics to ensure proper staffing of advanced life support ambulances and fire companies. The Fire Chief is responsible for the overall management of the department. The department is combined into an operational and administrative organizational structure that supports the various services and programs provided by the department. The Fire Chief serves as the administrative head overseeing the department while the Assistant Chief oversees the department operations. The management of the department is further management through a span of control composed of a command staff that includes a Battalion Chief – Training, Battalion Chief – Prevention, Battalion Chief – Emergency Medical Services, three Battalion Chief – Operations assigned to each shift, and the communications administrator.

The administrative section supports department operations and manages department programs. The operations section is responsible for emergency and non-emergency response as well as other duties and responsibilities that include station, apparatus, and hydrant maintenance, pre-fire planning, conducting business inspections, pre-plans, assisting with public education programs, and participating in training activities.

The organizational structure, as authorized by the governing authority, is outlined by SOP 154.0 Department Organization. This structure supports the department's mission, goals, and objectives through program management. Job descriptions and responsibilities for the positions within the organizational chart are outlined in the City of Kingman Fire Department Job Descriptions for each position. The Battalion Chief – Operations, or Shift Commander, is responsible for the supervision of the shift and reports directly to the Assistant Fire Chief. The Battalion Chief serves as Incident Commander during emergency incidents. When the department is fully staffed, Fire Station 22 has one additional personnel and Fire Station 23 has one additional personnel.

In addition, the department utilizes part-time personnel (15) who are used to backfill positions due to vacation, training, or sick leave when required. The following figure reflects the organizational structure of the department.

The Kingman Fire Department ensures that each of the department's four fire stations are staffed to respond with either an engine or specialty apparatus. The minimum staffing for each set (48-hour period) is 13, allowing for a minimum of three people staffing on each unit, with a maximum staffing of 15. Minimum staffing allows for the following fire suppression resources to be available:

Four Engine Companies (Fire Stations: 1, 2, 3, 4)

One Ladder Company (Fire Station: 3) *Cross-Staffed by corresponding Engine Company

One Brush Fire Unit (Fire Station: 4) *Cross-Staffed by corresponding Engine Company

One Heavy Rescue (Fire Station: 1) *Cross-Staffed by corresponding Engine Company

One Hazardous Materials Company (Fire Station: 2) *Staffed by corresponding Engine Company

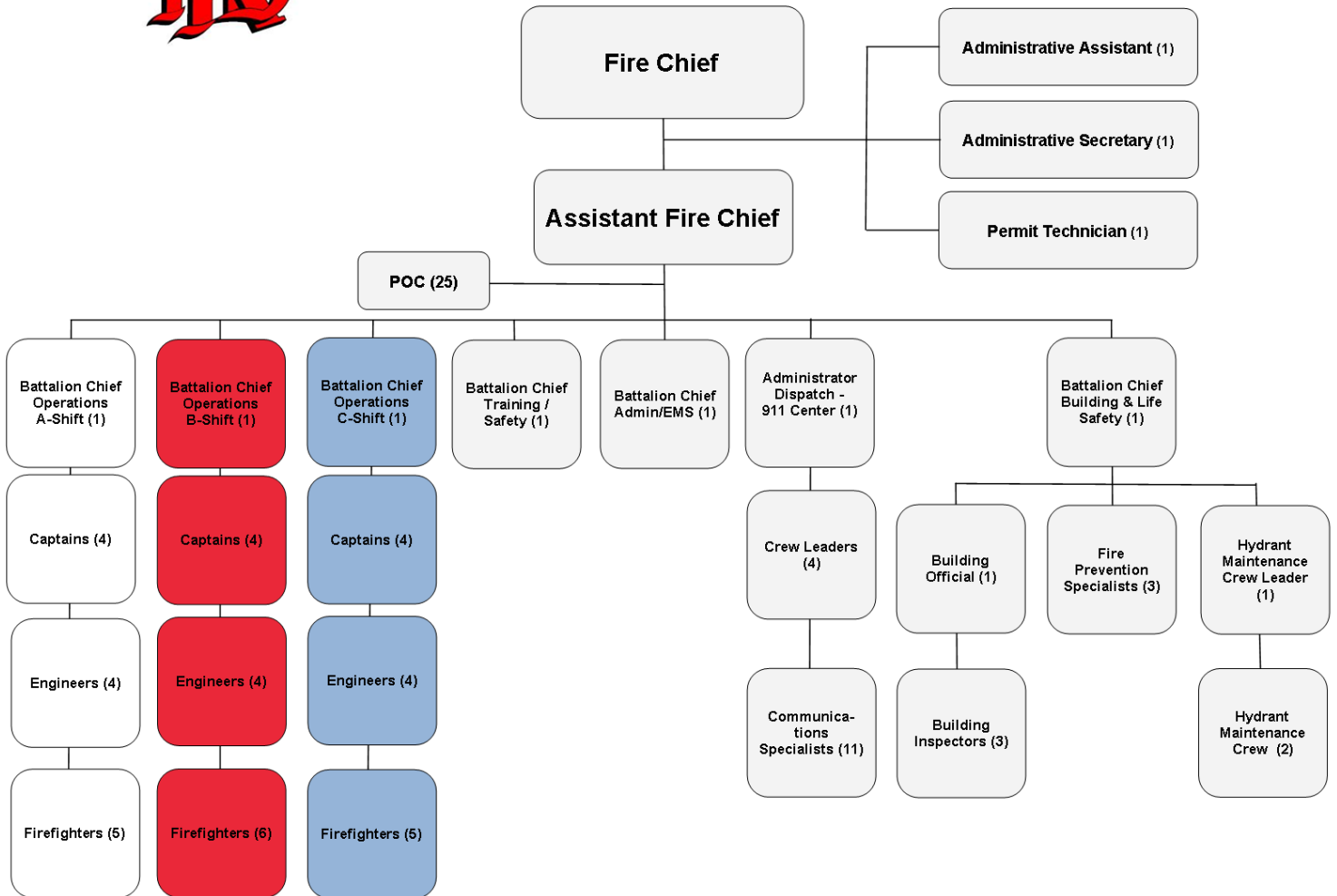
One Water Tender (Fire Station: 1) *Cross-Staffed by corresponding Engine Company

One Shift Commander / Battalion Chief (Fire Station: 1)

Kingman Fire Department offers both emergency and non-emergency services directed towards providing an all-hazards approach to emergency response and mitigation. These services and programs represent a change in the service model of the department for the last several decades to meet not only community needs but also area needs. The following provides a description of the programs and services provided by the department as well as the infrastructure and resources that are required to perform these services.



Kingman Fire Department Organizational Chart



ACCREDITATION



The department initiated the process to obtain international accreditation through the Commission on Fire Accreditation International (CFAI) and moves closer to achieving that status moving towards finalization in 2017. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery.

The CFAI allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The CFAI comprehensive self-assessment process promotes excellence and encourages quality improvement by enabling fire and EMS agencies to:

- Assure colleagues and the public that they have definite missions and objectives that are appropriate for the jurisdictions they serve
- Provide a detailed evaluation of the services they provide to the community
- Identify areas of strength and weakness within the department
- Create methods or systems for addressing deficiencies while building organizational success
- Encourage professional growth for both the department and its personnel
- Provide a forum for the communication of organizational priorities
- Foster national recognition by colleagues and the public
- Create a mechanism for developing strategic and program action plans

The CFAI is committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process that provide continuous quality improvement and enhancement of service delivery to the community.

The overriding principle involved when establishing an accreditation program is that of validating performance. With the development of an international fire service accreditation process, a method has been created that focuses on the evaluation of the activities and services an entity provides to protect life and property. For each topic or subject area in the self-assessment process, a description of what the department is doing to address various issues is required. The Department is required to analyze the effectiveness and efficiency of the activity as it currently exists and then plan for the future. The self-assessment process focuses on collecting and organizing the necessary references and exhibits to complement and demonstrate the services listed within the accreditation model.

The accreditation process takes into account how fire services have broadened in scope over the years. While Insurances Services Office/Commercial Risk Services (ISO/CRS) measures the ability to put out fires, accreditation looks at the effectiveness in providing emergency medical services, fire prevention and education activities, as well as emergency planning and other issues. In short, the process allows the Fire Department to benchmark against best practice standards and provides a framework for continuous improvement.

As of 2016, there were 234 total accredited fire and rescue agencies. This process will allow the department to establish the level of services expected by the community as well as continue to strive for continuous improvement in each and every area of responsibility. Customer service and continuous improvement are the strongholds of the Kingman Fire Department and becoming an accredited agency through the CFAI will demonstrate our long term commitment to all stakeholders as well as attain well deserved recognition for a great bunch of men and women known as the Kingman Fire Department.

ISO (INSURANCE SERVICE OFFICE)

The Kingman Fire Department is committed to providing the best service possible and as such utilizes nation standards and best industry practice as benchmarks for level of service. One such entity is the Insurance Services Office (ISO). ISO evaluates municipal fire-protection efforts in communities throughout the United States. A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Insurance companies use the Public Protection Classification (PPC) to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. Many communities use the PPC as a benchmark for measuring the effectiveness of their fire-protection services. The PPC program is also a tool that helps communities plan for, budget, and justify improvements.

Fire has a large impact on communities, and most insurers want to make sure that property owner insurance rates are based on the availability of help in the event of a fire. Communities are rated on fire protection services by the Insurance Service Office (ISO) for purposes of determining fire insurance premium rates.

ISO's Fire Suppression Rating Schedule (FSRS), evaluates four primary categories of fire suppression — fire department, emergency communications, water supply, and community risk reduction. The FSRS includes standards set by the National Fire Protection Association (NFPA). The City of Kingman currently has an ISO rating of four (4). This is a good mark for a growing community. The four (4) constantly manned fire stations and fully equipped engines along with the three (3) reserve engines provide a 7,500 gallon per minute pump capacity.

The ISO provides an objective, countrywide standard that helps fire departments in planning and budgeting for facilities, equipment, and training. By securing lower fire insurance premiums for communities with better public protection, the Public Protection Classification program provides incentives and rewards for communities that choose to improve their firefighting services. ISO has extensive information on more than 47,000 fire-response jurisdictions.

The addition of Community Risk Reduction gives incentives to those communities who strive proactively to reduce fire severity through a structured program of fire prevention activities. The FSRS incorporates nationally accepted standards developed by such organizations as the National Fire Protection Association (NFPA), the Association of Public Communications Officials (APCO), and the American Water Works Association (AWWA). When those organizations update their standards, the ISO evaluation changes as well, allowing the PPC program to provide a useful benchmark that helps fire departments and other public officials measure the effectiveness of their efforts — and plan for improvements.

Continuous improvement is the informal motto of the Kingman Fire Department and utilizing the Insurance Services Office provides a direct benefit to the community in the form of lower insurance premiums but also in striving to provide a higher level of service. While the department is currently rated at a 4, planning and processes combined with resource allocation will see this number decrease in the near future as the department strives to provide what the community needs in all aspects of emergency response. The department is being reevaluated in June, 2017 and is expected to improve the current rating as special effort and dedication has been made to the identified deficiencies from 2012. Increases in the amount of training, the allocation of equipment, and response model will have a large impact on the decrease of our fire protection rating for the city of Kingman.

The Insurance Service Office (ISO) rating for Kingman is a Class 4 on a scale of 1-to-10. The most recent ISO rating gave composite score of Class 2 to dispatch, 8.05 points / 10 possible points, water supply facilities received a score of 1 with 38.21 points / 40 possible points, while the fire department received a score of 5 by receiving credit for 29.11 points / 50 possible points.

STRATEGIC PLAN

The Strategic Planning process was more than just the development of a document. It challenged the membership of the Kingman Fire Department to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the “team” and emphasized the organization’s “family.” In addition, it provided the members with an opportunity to participate in the development of their organization’s long-term direction and focus.

The Kingman Fire Department Strategic Plan summarizes the department’s key strategic initiatives and objectives for the next five years, 2016 - 2021. The department has not had a strategic plan previously and department leadership believed it was critical to the success of the organization to implement a strategic plan for short and long term successes. The strategic initiatives and objectives contained in this plan will help guide the department in continuing efforts to satisfy the mission statement and providing core services to the community.

The strategic initiatives and objectives contained in this plan are items that the department has identified as important, but with the understanding that it is not a budget document. Financial constraints over the past several years have restricted and even eliminated some services formerly provided by the department. These strategic initiatives and objectives were developed in spite of this fact with the idea that the department will explore new and creative ways to implement them.

A constantly changing economic and political climate may drive the need to change direction and adjust strategic initiatives accordingly. This strategic plan will be reviewed annually to document progress and discuss relevance to the level of service, the level of service provided to the community, and changes in leadership principles and philosophy necessary to make the plan a reality.

The resultant plan contains specific initiatives tailored to the local situations that are implementable as part of an applied plan as well as an assessment of our current situation. We identified specific areas that are working well, where improvements are needed, and what new resources are needed to implement the recommendations. The initiatives take into account the Fire Department’s ability to implement them. The plan sets forth a continuous improvement model that establishes a road map for the next five (5) years; 2016-2021.

The major strategic initiative of the plan focuses upon the following five areas:

1. Organizational Service Improvement
2. Professional Development
3. Employee Safety, Health, and Survival
4. Community Enhancement
5. Leading the Fire Service

In order to be a successful organization, the department realizes that community involvement is paramount to the strategic plan. Providing the level of service to the community that is expected while ensuring customer service on all levels begins well before any emergency and starts with opportunities to interact and listen to the needs of the community.

A "community-driven organization" is defined as one that maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.

The department has created a five-year strategic plan, using community involvement, and will review it on an annual basis. The annual reviews are conducted using representatives from all shifts and command staff to review the progression of the plan. In addition, members of the community are utilized to review the level of service provided as well as the focus of the department to ensure that the needs of the community are being met on all levels. This annual “strategic session” helps to keep the document relevant and current during its five-year cycle of implementation.

GOALS AND OBJECTIVES

Goals and objectives, developed from feedback from the internal stakeholders as well as validation from members of the community are essential to allowing the department to achieve its mission and vision. Internal stakeholders, when considering community feedback, provide a reliable source of change for the organization. This information is discussed and filtered within the leadership of the department and city to identify reasonable goals to support the strategic initiatives and overall plan. An important element of this plan is the on-going review and management year to year as budget and political conditions change. The department will continue to produce a yearly strategic steering summary to show accomplished and deferred goals and objectives.

Goal 1 - Enhance the delivery of services to provide the best value to the community we serve.

Goal 2- Invest in leadership development for the long-term health of the organization.

Goal 3- Provide for the Health and Safety of all employees within the organization.

Goal 4- Develop an effective community communication and outreach program.

Goal 5- DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE

PERFORMANCE MEASUREMENT

As output measurement can be challenging, the department must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor." They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that: "...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked."

The question has been asked; "Why Measure Performance?"

It has been said that: "In order to establish that the Kingman Fire Department 2016 – 2021 Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

To hold ourselves accountable to delivering on the Kingman Fire Department 2016 – 2021 Strategic Plan, the Fire Chief will appoint Kingman Fire Department command staff and key members to oversee its implementation. Key performance measures and timelines will be established to monitor whether goals and critical tasks are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to deliver the kind of accountability our partners and the public expect from the Kingman Fire Department.

HISTORY

One of the most important things we can do as firefighters is to never forget the sacrifices made by those who went before us, or the lessons we have learned from them. In particular, we should not forget those who gave the ultimate sacrifice, their lives.

On July 5, 1973, Kingman was the site of a catastrophic BLEVE (Boiling Liquid Expanding Vapor Explosion) which killed 11 firefighters. The explosion occurred following a fire that broke out as propane was being transferred from a railroad car to a storage tank. This explosion has become a classic incident studied in fire department training programs worldwide.

At the time of the incident, the Kingman Fire Department was a combination force of six career firefighters and 36 volunteers operating out of two stations. One career member was on duty in each station at all times. The equipment in service at the time of the explosion included four engines and a rescue vehicle. Station 2 was just a half-mile west of the Doxol Gas Distribution Plant, where the explosion took place.

Tank car #38214 was sitting on a spur in the hot sun that the Williams Energy Company leased from the Santa Fe Railroad. The car carried 33,000 gallons of propane gas which was to be transferred to storage tanks 75 yards away. This was at the Doxol Gas Western Energy Co. bulk plant (2512 East Highway 66), in the Hilltop business district on Kingman's southeast side. Employees of the Williams Energy Company began opening the tank car's valves to transfer its load into smaller storage tanks in the company yard. A leak was detected in one of the fittings and an attempt was made to correct it by striking the fitting with a large wrench. The gas ignited and turned the tank car into a huge blowtorch that engulfed the two men. Flames shot between 70 and 80 feet into the air.

Kingman Firefighters received the first call for help at 1:57 pm and arrived on the scene three minutes later. Knowing that they were not properly equipped to extinguish the fire, they attempted to keep the tank cool to avoid an explosion. Police officers from Kingman, Highway Patrol, and deputies from the Sheriff's Office began blocking the roads in an effort to control the gathering crowd. Members of the Fire Department were working to set up unmanned nozzles to increase the amount of water flowing onto the tank.

Ten out of the 75-man Kingman Volunteer Fire Department responded to the alarm and began spraying the car with water, hoping to keep the tank car cool and to prevent a pressure buildup inside it. Water won't extinguish burning propane, but the Kingman FD had no equipment which would, so all they could do was try to prevent an explosion.

It sounded like the thunderous roar of a jet airliner taking off; the tank car quieted for a second, sucked the huge column of flames down into it, swelled up and popped like a giant champagne cork. Two more times the flames vanished into the car and popped out. By this time one of the large transfer hoses was sending burning propane against the side of the tank car.

The explosion occurred approximately 20 minutes after the original call was received. Flames and debris were sent over 2000 ft. away. The two ton end cap of the tank was propelled down the railroad spur approximately .25 of a mile. The explosion left a 10 ft. deep crater where the tank once stood. Flaming propane and debris rained down on spectators and buildings in the area. Over 100 people received burns from the explosion. Eleven firefighters and one civilian died either immediately or within days of the incident. Several buildings in the immediate area were ignited by the burning propane, causing further problems to the incident.

A large crowd of spectators congregated along Route 66 which separated them from the burning tank car by nothing less than two hundred yards of open desert. Kingman police and Arizona Highway patrolmen were establishing roadblocks 1,000 feet from the fire. Two minutes before two o'clock, just as an order to move people further back was given, the tank car exploded. The victims jammed the Mohave County General Hospital. Planes and helicopters flew the most severely burned victims to hospitals in Phoenix, 175 miles to the southeast, and Las Vegas, Nev., 100 miles to the northwest.

Eleven Kingman firefighters -- two career and nine volunteer -- died as a result of burns from the explosion. Three were killed instantly and eight more passed away over the following week. The fireball and radiant heat set five buildings on fire, including a tire

company, restaurant, truck stop, Gas Company building, and started several brushfires. Responding mutual aid companies were assigned to extinguish the numerous fires.

The explosion literally shook this tiny town of 7,500 and was reportedly felt up to five miles away. The scene of the fire was highly visible to most of the town's residents. A radio station's news flash and the fire department's siren probably drew more spectators to the scene than would have otherwise come out of mere curiosity. Mohave County Sheriff's Office, Department of Public Safety, and Arizona Game and Fish personnel were joined by private citizens in sealing off the fire area and rerouting the massive traffic.

Mohave General Hospital received 107 casualties from the explosion by way of the one ambulance, private cars, police cars, and anything else available. Security at the hospital was to have been provided by outside personnel as well -- but many of these were themselves, being treated for injuries or worse.

Spectators and visitors gathered both outside the emergency department and inside the treatment area. Due to the severe injuries there was an executive decision made to let the loved ones be allowed inside with the patients. The hospital was an unbelievable sight. The corridors were full of burn victims, families, doctors, and nurses.

Total material damage exceeded one million dollars. Everything for three to four hundred feet from the tank car's location was black and charred. After the explosion, the fire code became an instant issue. Essentially, all the new ordinance did was require all bulk storage tanks to be diked and to have some kind of foam fire extinguisher system.

The ones in town that were moved were provided an area out by the airport. Spur tracks like the one the explosion happened on were to be sunk so that those cars would be in a pit. If they exploded, the pit would force the blast upward so it wouldn't cause as much damage.

As a result of the Kingman disaster, standard procedures for handling a BLEVE now became well-known in fire departments throughout the country. Films and pictures taken at the disaster are part of the training course. Ironically, a seminar had been scheduled for Kingman on July 11 (6 days after the fire), to discuss "dangerous cargo spillage."

It has been 43 years since those 11 firefighters gave the ultimate sacrifice in a propane explosion in Kingman, AZ. In spite of the terrible loss of life, no other hazmat incident has occurred in the United States that has had more of a positive impact on the fire service than the Kingman incident. Many changes in procedures and regulations occurred across the fire service as a result of this explosion. We owe uncounted saved lives to those brave men who gave theirs in Kingman that fateful day in July 1973.

John O. Campbell

William L. Casson

Joseph M. Chambers III

Myron B. Cox

Alan Hansen

Frank S. Henry

Roger A. Hubka

Marvin E. Mast

Arthur C. Stringer

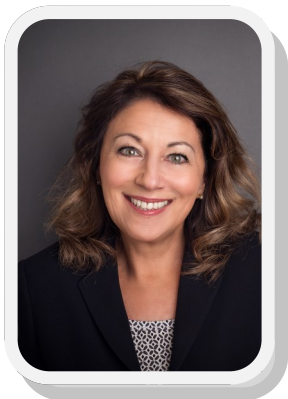
Christopher G. Sanders

Donald G. Webb

Richard Lee Williams



City of Kingman City Council Members



Monica

Mayor
2016-Present
mgates@cityofkingman.gov



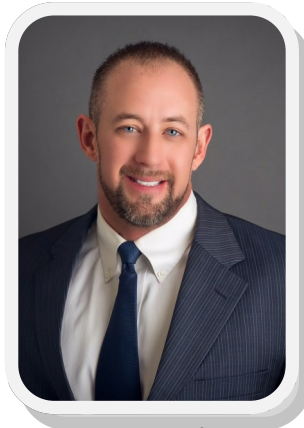
Jen Miles

Vice Mayor
2013-Present
jmiles@cityofkingman.gov



Vickie Kress

Council Member
2017—Present
vkress@cityofkingman.gov



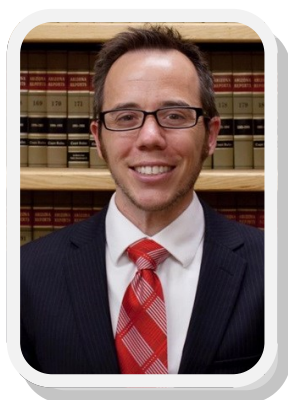
Travis Lingenfelter

Council Member
2016—Present
tlingenfelter@cityofkingman.gov



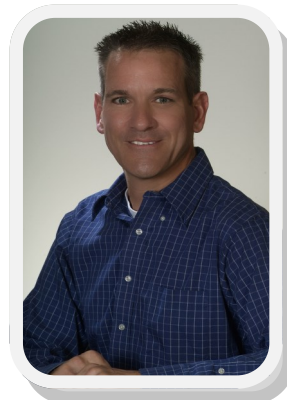
Jamie Scott Stehly

Council Member
2016—Present



David Wayt

Council Member
2016—Present
dwayt@cityofkingman.gov



Stuart Yocum

Council Member
2014—Present
syocum@cityofkingman.gov

FIRE CHIEFS PAST AND PRESENT

Jake Rhoades	2014—Present
Charles Osterman	1993—2013
William Kinsey	1987— 1993
Charles Potter	1967—1987
Paul D. Morton	1964—1966
William L. Casson	1959—1963
Joe Miller	1951—1958
Gus Reichardt	1949—1950
Joe Miller	1947—1948
Thomas Bale	1943—1946
Erwin Theale	1941—1943
Bentley Marshall	1939—1940
Burton E. Porter	1934—1938
Tolar D. White	1934—1934
Don D. George	1927—1933
O. W. Gildow	1925—1926
Melville Templeman	1924—1925
R. L. McMillian	1923- 1924
O.W. Gildow	1921—1923

INFRASTRUCTURE AND RESOURCES

Current deployment provides a description of points of service delivery and the resources and staffing located at each station. Kingman Fire Department responds to emergency incidents from four stations. The department maintains an administrative office for the Fire Chief, Assistant Fire Chief, Emergency Medical Services Division, Training Division, Prevention Division, and Hydrant Services. These offices are located next to the Kingman Municipal Complex at 412 East Oak Street.

Fire stations are strategically placed, located, staffed, and equipped to meet the response needs for the City of Kingman. These stations are located at the following physical addresses:

Fire Station 21 301 N. Fifth Street Built in 1974 3,720 Square Feet	1 Engine (3) 1 Battalion Chief	Assigned staffing of one Battalion Chief, one Captain, one Fire Engineer, and one Firefighter. *Minimum of one Paramedic	Cross-staffed Apparatus includes: one Water Tender and one Heavy Rescue
---	---------------------------------------	--	---

This station is located “downtown” and houses one Engine Company with a minimum of three (3) personnel assigned always and the shift Battalion Chief. Generally, a slower station in regards to call volume, the Engine Company also cross staffs the water tender and medium duty rescue truck.

Fire Station 22 1605 Harrison Street Built in 1962 3,884 Square Feet	1 Engine (3)	Assigned staffing of one Captain, one Fire Engineer, and one Firefighter. *Minimum of two Paramedics	Unstaffed apparatus Includes: one reserve Engine and one Hazardous Materials Response Trailer
--	--------------	---	--

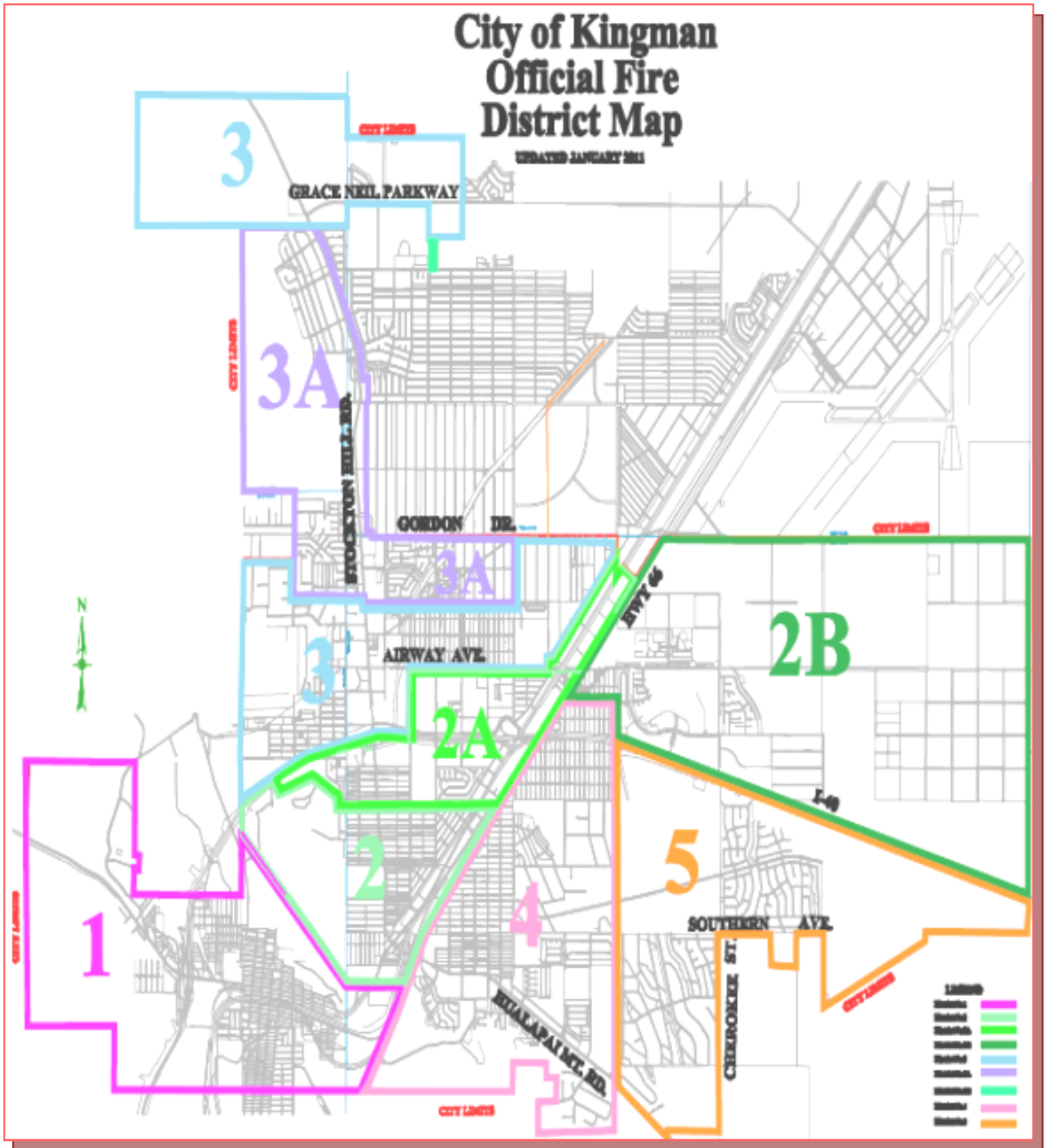
This is Kingman Fire Department’s oldest fire station and houses one Engine Company with a minimum of three (3) personnel assigned always. This is consistently the busiest firehouse in the city for both Fire and Emergency Medical Service calls for service.

Fire Station 23 4000 N. Sierra Road Built in 1996 4,914 Square Feet	1 Engine (3)	Assigned staffing of one Captain, one Fire Engineer, and one Firefighter. *Minimum of two Paramedics	Cross-staffed Apparatus includes: one platform Ladder Unstaffed apparatus Includes: one reserve Engine
---	--------------	---	--

Located on the northern most boundary line for the City of Kingman. This firehouse is the newest in the city and houses one Engine Company with a minimum of three (3) personnel assigned always who also cross-staffs the department’s aerial platform. This station serves as the primary units for mutual / automatic aid with Northern Arizona Consolidated Fire District.

Fire Station 24 302 Eastern Avenue Built in 1987	1 Engine (3)	Assigned staffing of one Captain, one Fire Engineer, and one Firefighter. *Minimum of one Paramedic	Cross-staffed Apparatus includes: one Brush Truck
---	--------------	--	---

FIRE DISTRICT MAP



INFRASTRUCTURE AND RESOURCES CONTINUED

Kingman Fire Department has divided the city into five (5) primary points of service delivery which are further divided into sub-districts necessary for apparatus and run card assignments equaling nine (9) total response zones. These response zones are known as fire districts. Fire districts are based upon first-due engine assignments and used for distribution performance.

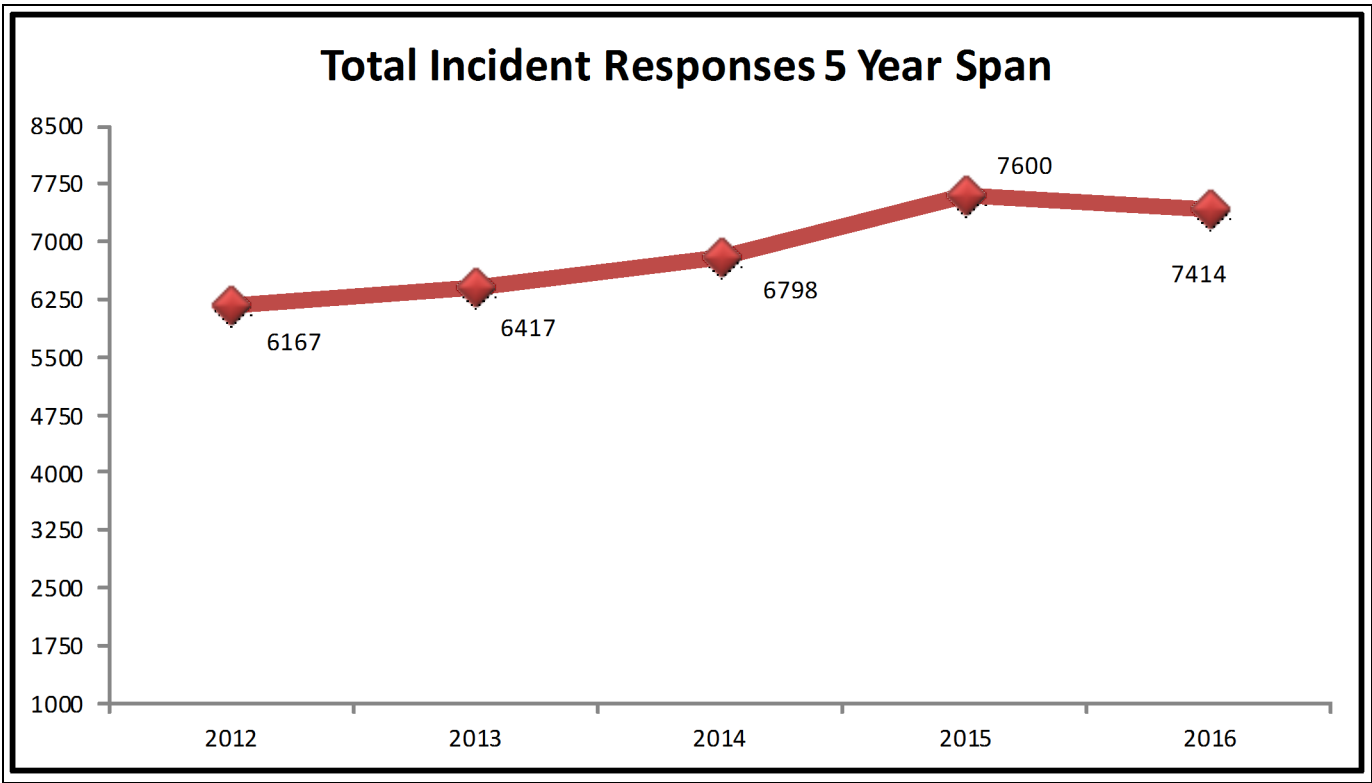
Fire district 1, first-due engine 211, station 21

Fire district 2, 2A, 2B, first-due engine 221, Station 22

Fire district 3, 3A, first-due engine 231, Station 23

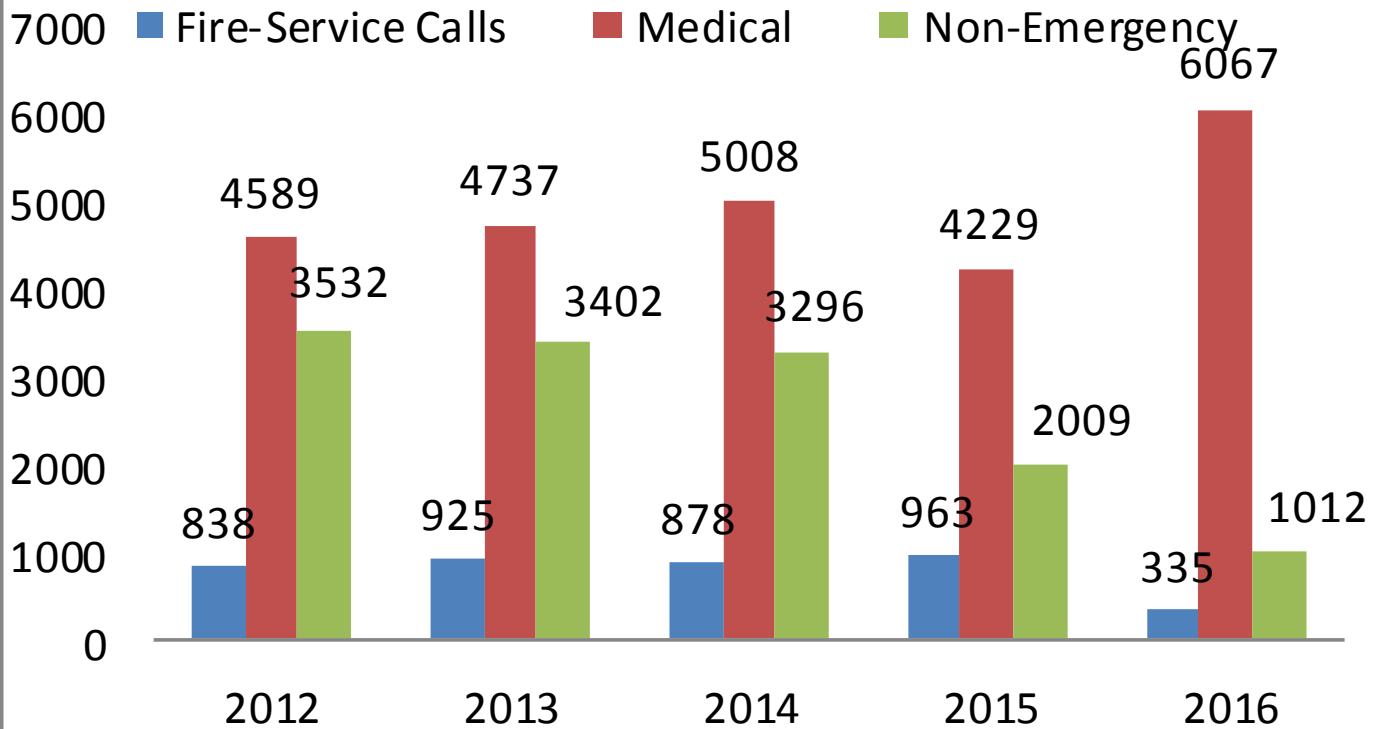
Fire District 4, first-due engine 241, Station 24

Fire District 5, unassigned

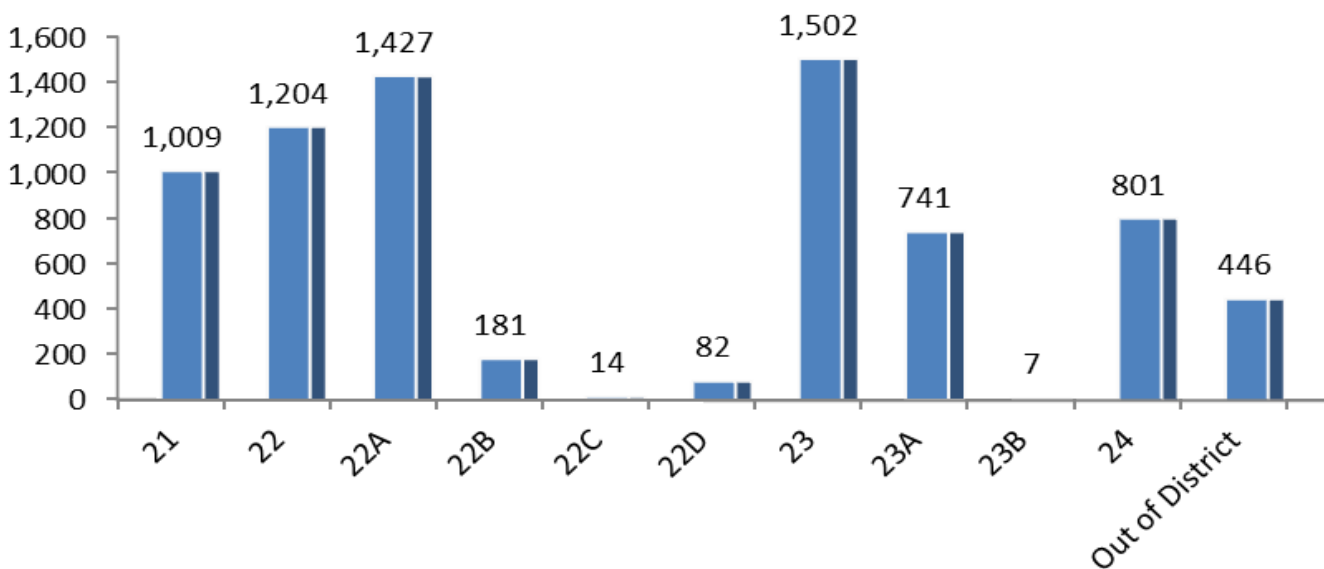


Total Incident Responses	2012	2013	2014	2015	2016
	6167	6417	6798	7600	7414

Total Number of Calls

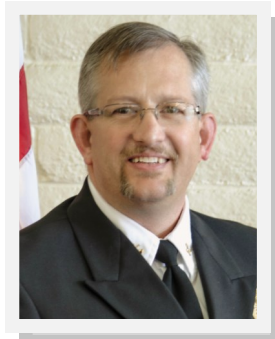


Fire Incident Data-Location

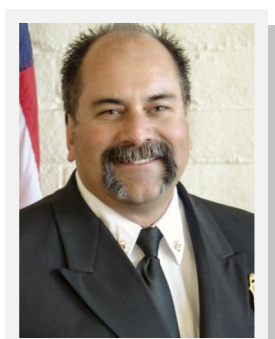




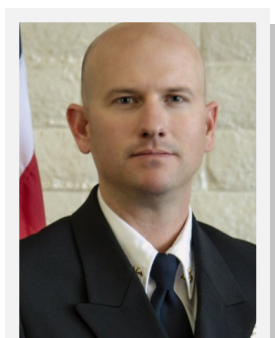
Keith Eaton
Assistant Fire Chief
CFO, BS-Public Safety &
Emergency Management,
Grand Canyon University



Roger Dixon
A-Shift Battalion Chief



Porter Williams
B-Shift Battalion Chief



Andrew Rucker
C-Shift Battalion Chief

OPERATIONS

The department provides emergency services to the city and surrounding areas of the county from four strategically located fire stations to provide fire suppression services, emergency medical services, technical rescue response, hazardous materials mitigation, and other hazard mitigation services. The Operations Division is the largest division and employs three (3) suppression shifts with three (3) Battalion Chief Shift Commanders, and 66 Suppression Personnel. Field Operations handles approximately 7,414 emergency incidents a year to include fire, rescue, medical aid, and other calls for service. The Operation Division is responsible for day-to-day emergency service delivery to the public, also manages all major disaster responses. The organization continues to focus on the importance of constant reevaluation in order to adequately meet the needs of the public; continuous improvement.

Incident Type	2016	% Total
Fires	277	3.74%
Hazardous Materials	55	0.74%
Technical Rescue	3	0.04%
EMS	6067	81.83%
Other	1012	13.65%
Total	7414	100%

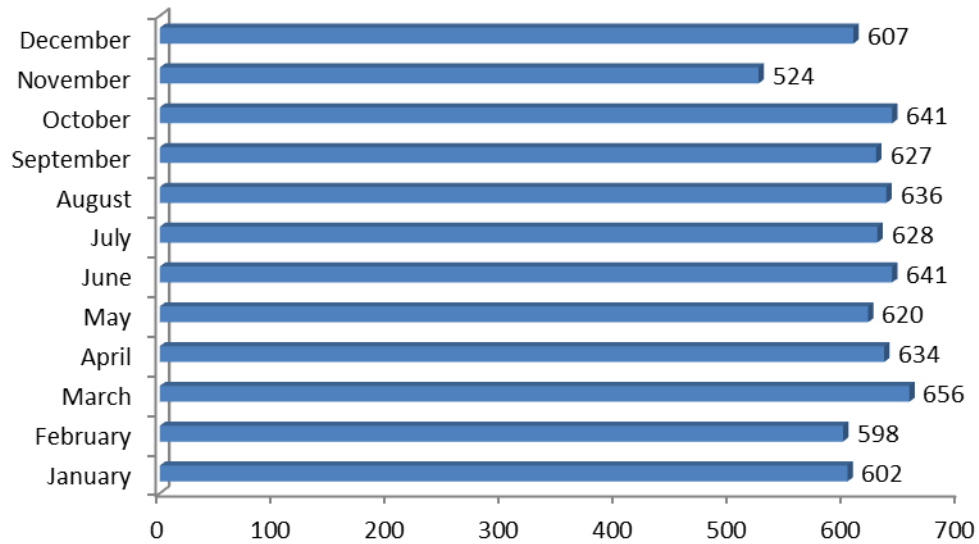
Kingman Fire Department is an all hazards response agency and responds to a variety of emergencies, not only structure fires and EMS calls, but also potentially hazardous material spills, fires and also technical rescue situations and other disasters. Every day the Operations Divisions responds to the citizens calls for help and also train so that they are prepared for any type of emergency they could come in contact with. The operations division also makes a continuous effort to improve operations, decrease turnaround times and streamline work.

Kingman Fire Department operations took great strides this year as far as response modes and integrated technology. Each front line engine has been equipped with the most up to date technology offered to the fire service. Mobile Data Computers (MDC) adds to the extremely important communication technology; each MDC is equipped with software to assist the engine company personnel in making life and death decisions en-route to a fire or medical call.

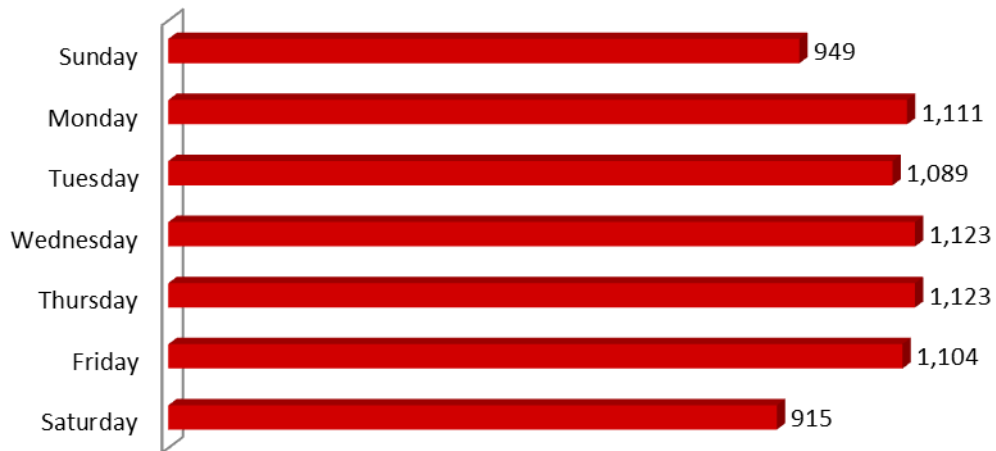
Information such as call mapping, fire hydrant locations, special occupancy alerts and the upcoming addition of live routing, makes responding to emergency incidents much more streamlined and safer. The MDC allows for the crews to “silent dispatch” on medical calls, making less radio traffic in the dispatch center. Additionally, this year marks our first full year using the Electronic Patient Care Reporting (ePCR) technology. This technology allows our personnel to create reports and transfer vital information to the hospital while being at the patient’s side. This new system saves personnel reporting time and gives a better system for reporting state required information.

Over the last year the department has continued to work and improve the effectiveness of the department under a shared management model. The department developed several new Standard Operating Guidelines, assisted with an International Organization for Standardization (ISO) review, and continued to work on accreditation. A focus of this Division is emergency response and tremendous energy has been exerted to decrease response times and overall response or cycle time to the community. These efforts are demonstrated in our decrease in both turnout times and travel times.

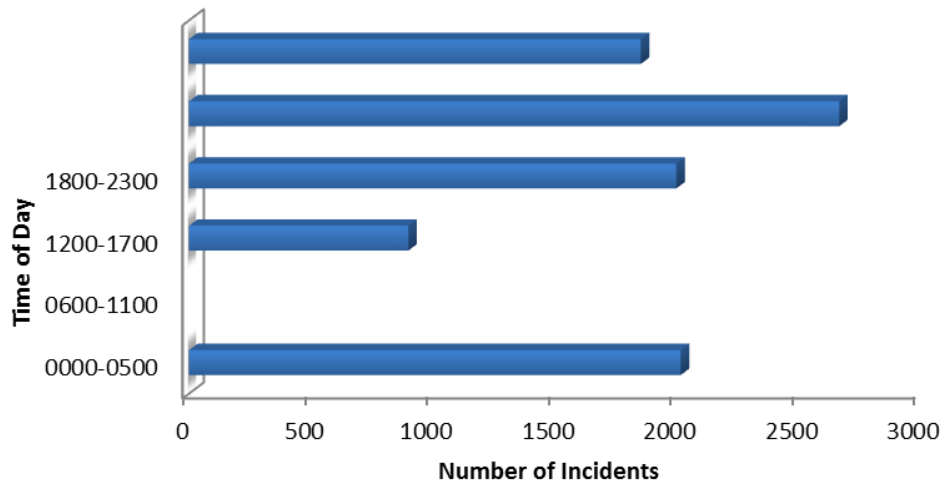
Incidents by Month



Incidents by Day of the Week



Incidents by Time Block



RESPONSE PERFORMANCE MEASUREMENTS

In 2015, the department implemented response performance benchmarks to reflect best industry practices based upon the guidelines established by the Center for Public Safety Excellence as well as the national Fire Protection Association (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The department is investing a significant amount of time and resources to ensure that performance and response times are measured accurately.

The department was approved for the addition of Mobile Data Terminals in 2015 and the implementation of these units will allow not only for additional information to be provided to responders but also the accuracy of response times will be increased. The connectivity of both Computer Aided Dispatch (CAD) and Records Management Systems (RMS) will provide enhanced response capabilities for the city of Kingman.

Throughout the history of the department, response times have been measured through the use of “averages.” This does not accurately reflect performance and as such the department will begin calculating in fractiles and analyze all calls for service to identify areas of improvement as well as ensure compliance with industry standards and best practices.

The department will develop a Standard of Cover in 2016 with the following benchmarks goals for its response performance:

- Call Answering Time shall be defined as the interval that begins when the 9-1-1 call is received at the communications center and ends when the call is answered by the communications call taker. The Kingman 9-1-1 Communications Center will attempt to answer 9-1-1 calls within ten (10) seconds, ninety (90) percent of the time.
- Call Handling Time shall be defined as the interval that begins when the call is answered at the communications center and ends when the call is acknowledged as “ready to dispatch”.
- Dispatch Time shall be defined as the interval that begins when the call is acknowledged ready to dispatch and ends when alarm finishes the station toning process and accepts the run card in CAD. The Kingman Fire Department, in conjunction with the Kingman 9-1-1 Communications Center (Alarm), will attempt to dispatch all calls within 90 (ninety) seconds of Call Answer Time, ninety (90) percent of the time.
- Turnout time shall be defined as the time between receiving an alert in a fire station to the time fire department vehicles place themselves responding with dispatch. The Kingman Fire Department will attempt to turnout within 60 seconds, ninety percent of the time. Note: Enroute should be indicated when all personnel are seated in apparatus ready to respond with seat belts confirmed per KFD SOP 374.0.
- Travel time shall be defined as the time between a unit responding and their arrival on scene. Although travel times will vary call-to-call, the Kingman Fire Department will attempt to travel to incidents within 240 seconds, ninety percent of the time. Note: Safety is of utmost concern during response and personnel will not disregard any safety measure, policy, or law to meet travel time objectives.
- Full Response Force, when applicable, shall be defined as the time of response to a full alarm assignment arriving on scene. The Kingman Fire Department will attempt to compile a full response force on incidents within 480 seconds, ninety percent of the time.

Response Performance Measurements

The Kingman Fire Department is taking the steps through the Commission on Fire Accreditation International to be an Internationally Accredited Agency. One critical element of this process is the evaluation of our service delivery as it relates to industry standards. The Kingman Fire Department uses our response times as a tool to gauge our performance against established benchmarks and baselines. A benchmark is defined as a standard from which something can be judged. It references future performance goals for the organization and is in line with industry best practices (CFAI). The Kingman Fire Department's response time goals are consistent with standards published by the National Fire Protection Association. A baseline is defined as a database from which something can be judged. It will be the current and historical performance of the department as compared to our benchmark goal for performance. The Kingman Fire Department uses these time based elements as part of our response time calculations.

The department implemented response performance benchmarks to reflect best industry practices based upon the guidelines established by the Center for Public Safety Excellence as well as the national Fire Protection Association (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The department is investing a significant amount of time and resources to ensure that performance and response times are measured accurately.

The Kingman Fire Department uses performance measurement ratings at the 90th percentile for the purposes of the SOC. Response times are generally expressed in the format MM: SS or as just seconds, depending on the table. Although significant analysis is conducted into the various segments of response times, the Total Response Time (TRT) is the most critical measure of evaluating performance throughout the city. Total response time is defined by the following:

$$\textit{Dispatch Time} + \textit{Turnout Time} + \textit{Travel Time} = \textit{Total Response Time}$$

We realize that any delay in responding to a call for service could possibly change the potential outcome. We will continue to monitor our service delivery and explore new technologies that will better assist in gathering data and problem identification. All of this is incorporated in our decision making process to ensure we provide the most efficient service possible. The Kingman Fire Department adopts the following performance benchmarks for response times:

Dispatch Time (DT) - The Kingman Fire Department, in conjunction with the Kingman 9-1-1 Communications Center (Alarm), has an established goal to dispatch all calls within 90 (ninety) seconds of Call Answer Time, ninety (90) percent of the time.

Turnout Time (TOT) - The Kingman Fire Department has an established goal to turnout within 60 seconds, ninety percent of the time.

✦ Travel Time (TT) - The Kingman Fire Department has an established goal to travel to incidents within 240 seconds, ninety percent of the time.

✦ Full Response Force (ERF) - The Kingman Fire Department has an established goal for the first arriving unit is to travel to incidents within 240 seconds, ninety percent of the time and to compile a Full Response Force on incidents within 610 seconds, ninety percent of the time.

RESPONSE PERFORMANCE MEASUREMENTS

<i>Fire District</i>	<i>Total Number of Fire Planning Zones</i>	<i>Total number of incidents</i>	<i>Structure Fires</i>	<i>Population</i>	<i>Target Hazards</i>	<i>Average Travel Time 1st Arriving unit</i>
Fire District 21	8	3757	13	2240	0	5:17
Fire District 22	16	15217	186	14026	52	4:23
Fire District 23	15	8042	197	10818	71	5:26
Fire District 24	10	3098	6	8957	4	2:38

<i>Shift / Station</i>	<i>Total Incidents</i>	<i>Turnout Benchmark: 1:00</i>	<i>Travel Time Benchmark: 5:00</i>	<i>Full Response Benchmark: 5:00</i>
A Shift / Station 21	268	1:46	7:51	10:35
A Shift / Station 22	625	1:45	6:12	8:40
A Shift / Station 23	525	1:57	7:15	9:54
A Shift / Station 24	322	1:54	7:32	10:09
B Shift / Station 21	261	1:32	7:13	9:41
B Shift / Station 22	637	1:37	6:50	9:25
B Shift / Station 23	498	1:27	7:01	9:38
B Shift / Station 24	295	1:42	7:11	9:50
C Shift / Station 21	250	1:32	7:08	9:51
C Shift / Station 22	633	1:33	6:21	8:52
C Shift / Station 23	501	1:26	7:30	10:11
C Shift / Station 24	272	1:51	7:24	10:02

RESPONSE PERFORMANCE MEASUREMENTS

Fire (All) - 90th Percentile Times - Baseline Performance			2012-2016	2012	2013	2014	2015	2016	Agency Benchmark	
Alarm Handling	Pick-up to Dispatch	All	2:35	2:16	2:35	2:32	2:59	2:35	1:30	
Turnout Time	Turnout Time 1st Unit	All	2:40	2:33	2:55	3:05	2:40	1:49	1:20	
Travel Time	Travel Time 1st Unit Distribution	Low	5:52	6:11	5:20	4:57	6:12	6:11	5:00	
		Moderate	5:43	4:45	4:17	4:36	4:32	6:03	5:00	
		High	5:25	5:15	5:12	5:08	6:25	5:02	5:00	
	Travel Time ERF Concentration	Low	-	-	-	-	-	-	-	-
		Moderate	11:45	7:14	8:51	11:50	10:31	13:28	10:00	
		High	11:34	11:42	11:54	11:04	11:22	10:41	10:30	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Low	9:25	9:28	9:09	9:34	11:34	8:47	7:50	
		Moderate	8:37	7:27	7:49	8:22	7:32	9:18	7:50	
		High	8:58	8:32	9:15	7:57	10:25	7:48	7:50	
	Total Response Time ERF Concentration	Low	-	-	-	-	-	-	-	-
		Moderate	14:58	10:09	12:56	15:07	13:09	16:04	12:50	
		High	15:07	14:43	15:42	13:39	15:26	13:24	13:20	

EMS (All) - 90th Percentile Times - Baseline Performance			2012-2016	2012	2013	2014	2015	2016	Agency Benchmark	Trend
Alarm Handling	Pick-Up to Dispatch	All	2:22	2:10	2:06	2:15	2:19	2:48	1:30	
Turnout Time	Turnout Time 1st Unit	All	2:30	3:02	3:03	3:07	2:43	1:38	1:00	
Travel Time	Travel Time 1st Unit Distribution	Low	7:08	6:20	6:22	6:49	7:10	8:00	6:00	
		Moderate	6:42	6:17	6:31	6:30	6:50	7:24	6:00	
		High	6:19	5:49	6:02	6:24	6:27	6:40	6:00	
	Travel Time ERF* Concentration	Low	-	-	-	-	-	-	-	
		Moderate	**	**	**	**	**	**	8:00	
		High	**	**	**	**	**	**	10:30	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Low	10:41	10:48	10:23	10:36	10:49	10:55	7:30	
		Moderate	20:12	10:01	10:07	10:32	10:16	10:16	7:30	
		High	9:39	9:18	9:38	10:03	9:44	9:28	7:30	
	Total Response Time ERF* Concentration	Low	-	-	-	-	-	-	-	
		Moderate	**	**	**	**	**	**	10:30	
		High	**	**	**	**	**	**	13:00	

*ERF = Effective Response Force

Hazardous Materials (All) - 90 Percentile Times Baseline Performance			2012-2016	2012	2013	2014	2015	2016	Agency Benchmark	Trend
Alarm Handling	Pick-Up to Dispatch	All	3:04	3:34	2:39	3:06	2:52	3:19	1:30	
Turnout Time	Turnout Time 1st Unit	All	2:55	2:55	3:18	2:49	2:29	1:16	1:20	
Travel Time	Travel Time 1st Unit Distribution	Low	5:55	5:54	5:40	5:32	4:57	7:39	6:00	
		Moderate	6:12	5:09	4:54	5:33	7:22	6:19	6:00	
		High	0	0	0	0	0	0	6:00	
	Travel Time ERF* Concentration	Low	-	-	-	-	-	-	-	
		Moderate	**	**	**	**	**	**	10:00	
		High	**	**	**	**	**	**	10:30	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Low	10:59	11:38	9:28	12:10	9:28	11:12	8:50	
		Moderate	9:56	8:45	9:39	10:04	10:36	9:28	8:50	
		High	0	0	0	0	0	0	8:00	
	Total Response Time ERF* Concentration	Low	-	-	-	-	-	-	-	
		Moderate	15:21	16:03	14:06	16:04	15:55	13:42	11:40	
		High	0	0	0	0	0	0	13:20	

*ERF = Effective Response Force

RESPONSE PERFORMANCE MEASUREMENTS

Time Block	Dispatch Time		Turnout		Travel		Travel ERF		Total Response		Total ERF	
	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp
0000-0500	135	72%	230	10%	379	55%	903	38%	638	54%	1182	17%
0600-1100	145	68%	144	35%	394	60%	644	71%	589	75%	839	65%
1200-1700	149	68%	134	38%	396	60%	686	79%	585	76%	845	72%
1800-2300	148	69%	164	27%	385	61%	664	75%	592	75%	906	64%
TOTAL Compliance		69%		31%		60%		73%		73%		65%

Fire (All) - 90th Percentile Times - Baseline Performance			2012-2016	2016	2015	2014	2013	2012	Agency Benchmark
Alarm Handling	Pick-up to Dispatch	All	2:35	2:32	2:59	2:32	2:35	2:16	1:30

Day of the Week	Dispatch Time		Turnout		Travel		Travel ERF		Total Response		Total ERF	
	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp	Time	% Comp
Sunday	139	70%	175	27%	367	62%	673	78%	572	75%	838	66%
Monday	147	69%	172	32%	395	58%	819	68%	605	72%	984	64%
Tuesday	149	69%	167	33%	393	60%	684	81%	597	72%	925	71%
Wednesday	148	68%	165	32%	394	59%	647	65%	597	72%	842	59%
Thursday	147	69%	167	33%	396	60%	635	75%	605	74%	888	67%
Friday	145	69%	174	31%	395	59%	700	72%	605	73%	891	64%
Saturday	146	69%	174	29%	384	61%	637	80%	590	74%	825	65%
TOTAL Compliance		69%		31%		60%		73%		73%		65%

THIS PAGE INTENTIONALLY LEFT BLANK



Dan Winder
Battalion Chief
Emergency Medical Services
Paramedic, BS in Public
Safety Administration

- EMS Division
Accomplishments**
- Priority Dispatch
 - Implementation of Naloxone Administration
 - Participation in CPR World Challenge

EMS Incident Type Breakdown	
EMS-High	3727
EMS-Moderate	1855
EMS-Low	485

EMS Breakdown	
Falls	78
Strokes	31
Heart Attacks	20
Public Assist	485

EMERGENCY MEDICAL SERVICES

The Kingman Fire Department (KFD) has a proven history of delivering quality driven pre-hospital medical care services to Kingman residents and non-residents alike. Trained emergency medical care technicians (EMCTs) are available 24/7 365 days a year to swiftly respond and treat patients suffering from an array of injuries and illnesses throughout the community at a moment’s notice. Medical direction from Kingman Regional Medical Center’s (KRMC) emergency department physicians coupled with the private ambulance transport company, American Medical Response (AMR) and partnered with KFD comprises the community’s pre-hospital response system (EMS System). All agency partners within this system actively train together regularly and lead the state in EMS system innovations.

In 2016, KFD implemented Priority Dispatch in its’ 911 call center allowing for a more efficient method of allocating system resources while effectively addressing the issue of increase demand for such services. Simply put, Priority Dispatch delivers the right resource to the right incident at the right time taking into account the level of severity or acuity of a patient’s injury or illness. Priority Dispatch responsibly balances those concerns from tax payers of operational costs of running a fire department vs. that of patient needs for using such services.

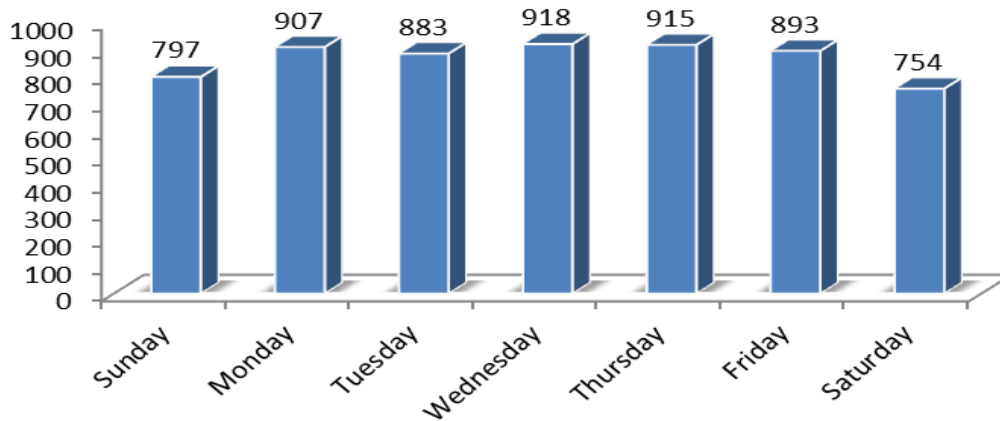
The EMS division concentrated efforts on training and fostering relationships internally and externally. On one specific project, KFD and KRMC partnered together with the Kingman Police Department (KPD) to develop one of the first law enforcement Naloxone administration programs in the state of Arizona. Naloxone is the preferred medicine of choice to stop the effects of heroin or opioid overdoses. Opioid overdose deaths are considered to be at epidemic levels across the United States. Opioid overdoses in Mohave County ranks second in Arizona to Gila County with 15 overdose deaths per 100,000 people.

Collaborative partnerships with area agencies such as AMR and by participating in their annual Community CPR Challenge resulted in over 800 Kingman citizens being trained in compression only CPR in only one day. This year’s Community CPR Challenge is scheduled over 4 days and covering multiple venues to capture a wide range locations and demographics. The goal is to train 3000 people over the 4 days. In 2016 Kingman Regional Medical Center accepted 45 out of hospital cardiac arrests (OHCA) patients that were transported by local EMS agencies. Initial recognition and early compressions is the key to survival of patients suffering OHCA incidents. Training bystanders bridges that gap of early response so that EMS providers can smoothly take over when arriving on scene.

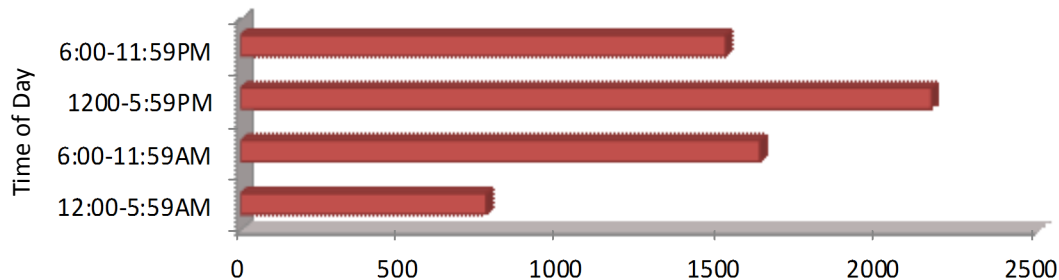
Internally, personnel at all care levels underwent recertification process at a State and National level as well as for American Heart Association specialty courses such as Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS) to name a few. With the City of Kingman 911 Call Center dispatching KFD to 6,067 EMS incidents last year alone embracing the concept of working together and training together with community partners is critical to achieving positive end results for patients and our citizens.

With area growth and demand for services trending upwards the department is looking to rollout a new Rapid Response Vehicle program in order to meet demands from the community and while keeping pace with EMS innovations. As we look forward to another year of service providing EMS to our citizens know that we take our craft of delivering high quality care to our customers very serious. We understand that the fire service has evolved to where the high percentage of our service calls is for medical related reasons. Building trust and a track record of EMS quality care delivery is rooted in quality training and the willingness to work collaboratively with community partners. Our hope is that you can sleep comfortably at night knowing that we are doing just that and if you need us that we are close by to assist you.

EMS Incidents by Day of the Week



EMS Incidents by Time Block

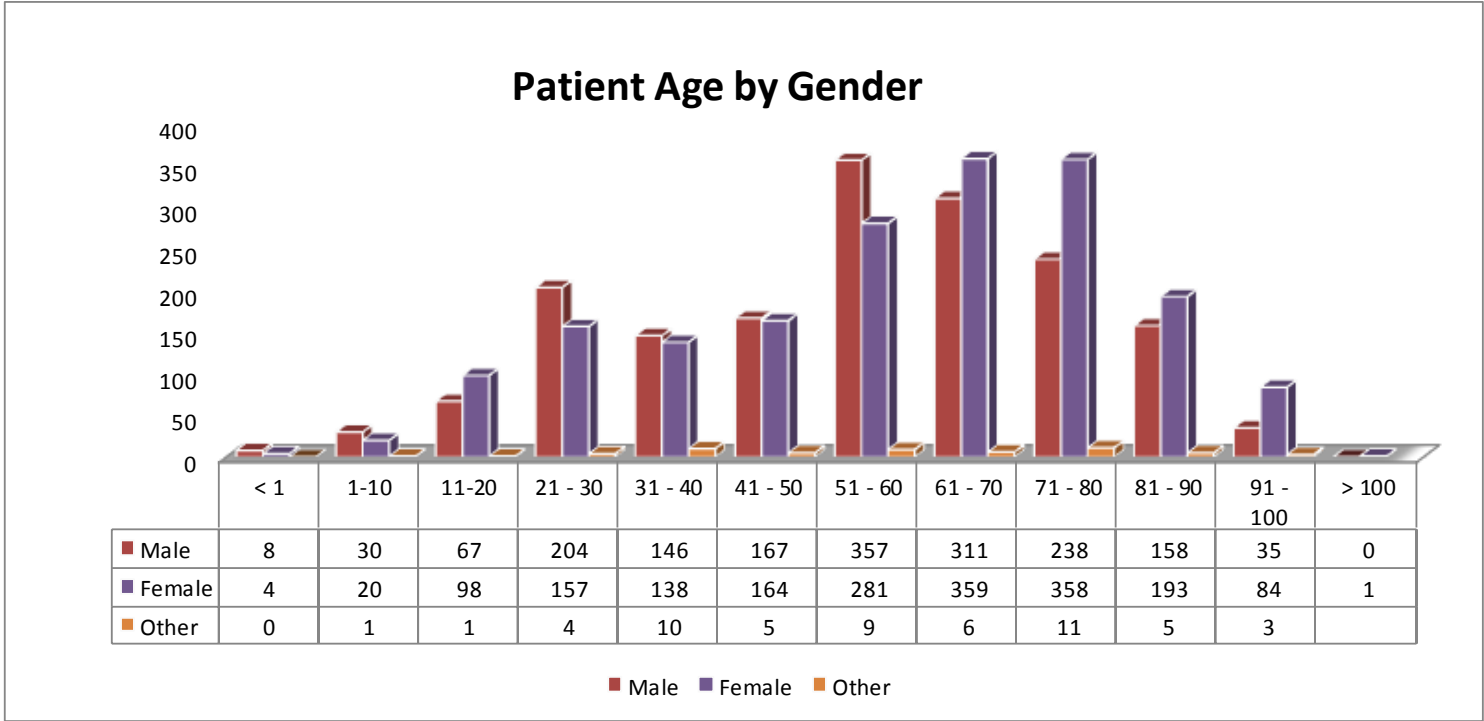


EMS Calls by top 10 call types: 5080 of 6067; 84% of EMS Incidents came from the Top 10

TOP 10 EMS Calls	Definitions
MED3	Urgent Medical Incident
MED1	Non-Urgent Medical Incident
MED4	Officer Safety Incident requiring fire to stage
FD PUBLIC ASSIST	Medical or Non-Medical Incidents where only Fire responds to assist
FD TA MINOR/UNKNOWN INJURIES	Traffic Accident Incident where it is unknown if anyone is injured
SICK PERSON – CHARLIE	Urgent Medical where the chief complaint is illness
BREATHING PROBLEM – DELTA	Urgent Medical Incident where chief complaint is difficulty
FALLS	Non-Urgent Medical Incident as a result of a ground level fall with minor injuries
PSYCHIATRIC – BRAVO	Non-Urgent Medical Incident where chief complaint is a psychiatric problem
UNCONSCIOUS/FAINTING - DELTA	Urgent Medical Incident where the patient is either unconscious or they fainted or nearly fainted

EMERGENCY MEDICAL SERVICES CONTINUE

EMS (All) - 90th Percentile Times - Baseline Performance			2012- 2016	2016	2015	2014	2013	2012	Agency Benchmark
Alarm Handling	Pick-up to Dispatch	All	2:22	2:48	2:19	2:15	2:06	2:10	1:30



*Other encompasses reports that fail to identify gender. (QUESTION: Can we identify reports of "other" and make a determination of gender so there is not an other category?)

EMS BY UNIT BY SHIFT

UNIT BY SHIFT		NUMBER OF INCIDENTS
E211		779
A		268
B		261
C		250
E221		1891
A		622
B		637
C		632
E222		3
A		3
E231		1521
A		525
B		497
C		499
E241		889
A		322
B		295
C		272
L234		3
B		1
C		2
R215		1
C		1
Grand Total		5087



Chris Angermuller
Battalion Chief
Training and Safety
CFO, BA Public Administration, MPA Public Administration,

**Training Division
Accomplishments**

- Special Operations Training
- County –wide Hazmat Drill
- Annual Company Evolutions
- Annual Training Plan Implementation
- Double training hours in 2016, compared to 2015
- Implemented Task books to ensure knowledge of positions prior to promotions
- Advanced Minimum Company Standards to increase overall proficiency and expertise
- Implemented Succession planning in the agency to ensure knowledge is shared and procedures are established
- Sent all Chiefs and Battalion Chiefs to Arizona State Fire Chief's Conference

TRAINING AND SAFETY

The Kingman Fire Department training program continued to provide the foundation for efficient and safe responses to calls from citizens of the community. Training continues to be THE priority for our organization. Not only is the department increasing the quantity of training opportunities but increasing the qualitative aspect as well.

The introduction of new concepts allows the department to be more effective and even safer during emergency response. The training program relies heavily upon internal talent, knowledge and skills, national trends, as well as creativity in topic and program management, and delivery. This includes scenario based drills to maintain individual, company and multi-company skills as well as functional effectiveness.

The Training Division demonstrated an increase in training hours for its membership from 9,525.76 hours in 2015 to 20,839.29 hours in 2016. The increase in training has ensured that our firefighters have maintained their skills and learned more advanced skills in order to be more efficient and safer on the fire ground.

Fire Suppression training focused on response expectations and included topics such as Rules of Air Management, Officer Development, Master Water Stream and Aerial Operations, Driver Operator Refresher Programs and Company Evolutions. HAZMAT training included required knowledge and skills, refresher training as well as “hands on” training for operations and technical response personnel.

This past year we also maintained and advanced our minimum company standards program which sets a baseline proficiency level for basic firefighting skills every quarter. As a result our firefighters function in a safer more efficient manner during emergency calls. The standards are the baseline of operations and in a high risk-low probability event, these skills can mean the difference between safe practices and injury and even the difference between life and death.

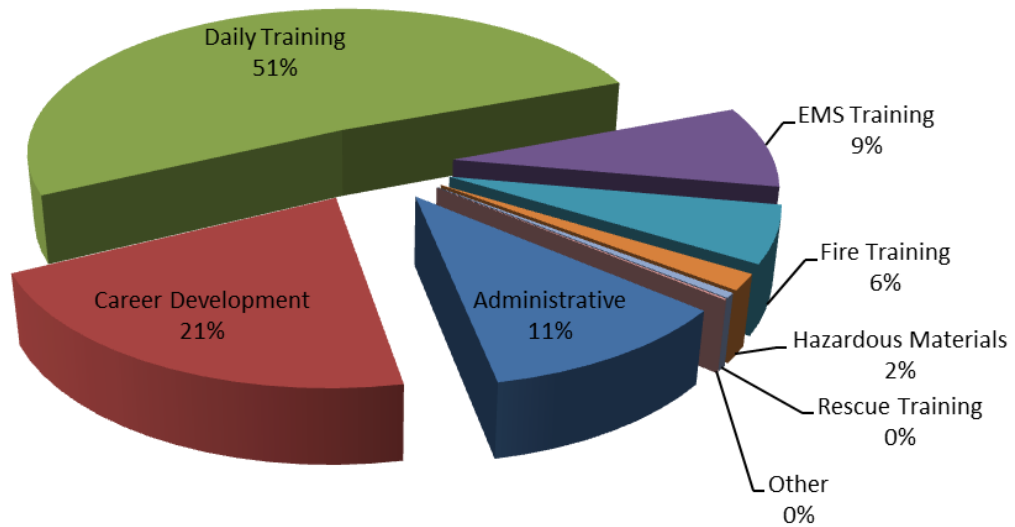
Succession planning and officer development is a focus of the department through internal programs, task books, mentoring, and formal training, the department has the foundation of a program that is second to one in the fire service.

The highlight of the year was the ability to send all of our Battalion Chiefs to the State of Arizona Fire Chiefs Conference. For the first time in their careers, they attended this conference and it elicited immediate results. This conference allowed them to bring back critical leadership skills that have helped to advance the department.

We were also able to send eight personnel to the Arizona State fire School to learn new more advanced Firefighting techniques. All of the information obtained from these valuable conferences was brought back to the organization and disseminated to the membership and has provided advanced valuable information for our firefighters to perform their job in a safer more efficient manner.



Training by Category



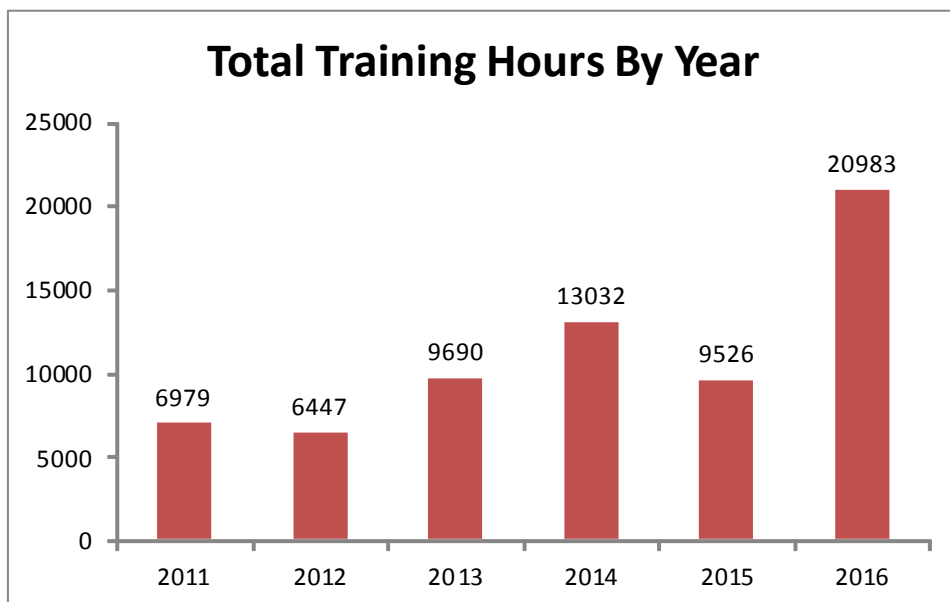
**17,083 Hours
Toward Basic
and Advanced
Firefighting
Techniques**

**1,458.50 Hours
Toward
Advanced EMS
Response
Training**

**1,770.50 Hours
Toward Career
Development**

**671 Hours
Toward Special
Operations
Response
(Hazardous
Materials and
Technical
Rescue)**

Total Training Hours By Year



SPECIAL OPERATIONS

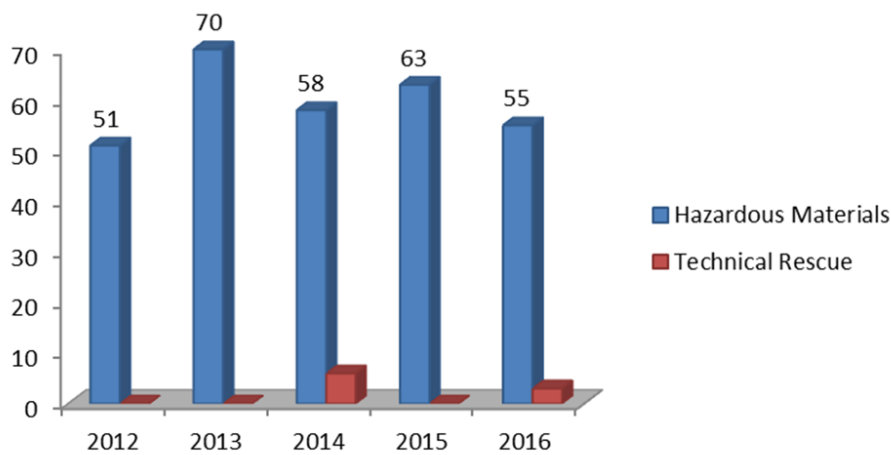
The Kingman Fire Department Special Operations Teams are made up the members of the department who receive specialized training and in turn increased the overall service capability of the organization. The personnel assigned to the Special Operations Teams provide unique complex services in addition to their regular firefighting and EMS duties. These teams have the capabilities to work with other regional teams to mitigate man-made and natural disasters that have an effect on the city, county and region. The high risk functions align with the risk associated with the city of Kingman including the transportation of hazardous materials, high angle rope rescue, trench rescue, confined space rescue, advanced auto extrication, building collapse and even swift water rescue for emergencies during flash floods where immediate response is necessary.

The Special Operations Teams train on a quarterly basis to maintain competency in a skill set derived from national standards and the local needs of the community. The quarterly training has been supplemented with specialty classes and drills. All members of the Special Operations team will continue to further their education and practice their skills to provide the needed response to these types of unique incidents

Hazardous Materials Response

The Hazardous Materials Team currently has 24 members spread out between three (3) shifts. The Hazardous Materials Response unit is located at fire station 22. The team performs training sessions in order to maintain their skills on high end complex monitoring equipment, advanced response skills and advanced chemistry review. This includes regional quarterly training with other hazardous materials teams such as Lake Havasu City Fire Department and Golden Valley Fire District in an effort to be better prepared for large scale incidents that may occur in our communities. Kingman Fire Department also hosted the yearly Mohave County Hazardous Materials exercise in conjunction with BNSF railroad on a large multi-jurisdiction incident response involving a leaking railcar. Furthermore BNSF has provided advanced training to all the members of our Hazardous Materials Response Team to better prepare our team to respond to incidents involving the railroad.

Special Operations Incident Types



In 2016, the Hazardous Materials Team acquired three (3) new members to replace three (3) members that had retired from the department. We also acquired an Arizona Homeland Security Grant to acquire advanced monitoring equipment for all of our front line apparatus and Hazardous Materials Response Unit. As a result of this grant the team has increased its response and interoperability capabilities with other Hazardous Materials Response Teams both at the local and federal level.

Technical Rescue

The Technical Rescue Team currently has members that are spread out between three (3) shifts. The Technical Rescue Response Unit is located at fire station 21. The entire department has increased its baseline knowledge and skills in the discipline of technical rescue to ensure team members have force multipliers in rescue responses. Members of the Technical Rescue Team specialize in urban search and rescue, high angle rescue, confined space rescue, building collapse, swift water rescue, and advanced auto extrication. The Technical Rescue Team was able to acquire critical new equipment that will allow the team to perform more complex rescues should it be needed.

DOLLAR SAVED AND LOSS



Fire Incident Type	2012	2013	2014	2015	2016
Total Property Value	\$2,355,464	\$1,345,395	\$2,419,733	\$17,108,976	\$2,112,200
Total Property Loss	\$183,488	\$ 589,949	\$386,030	\$1,086,378	\$777,595
Total Property Save	\$2,171,976	\$ 755,446	\$2,033,703	\$16,022,598	\$1,334,605
Percent (%) Loss	7.79%	43.85%	15.95%	6.35%	36.81%
Percent (%) Saved	92.21%	56.15%	84.05%	93.65%	63.19%



Deann MacLeod
 911 Communications Administrator
 MBA, Business Administration and Operations Management, NENA- CMCP, APCO-PSCS

Communications Center Accomplishments

- ProQA Implementation
- Data Analysis and Reporting
- WALETA Academy Training for Dispatchers

911 COMMUNICATIONS CENTER

“As the first of the first responders, we are the vital and pivotal link in the chain of public safety. It is the mission of the Kingman 9-1-1 Communications Center to give hope to callers by providing lifesaving assistance and emergency instruction. We inspire confidence by providing compassionate, professional, and quality customer service to the public safety responders, citizens, and visitors of our community.”

The Kingman 9-1-1 Communications Center staff is committed to: “ensuring the safety of our citizens, law enforcement, fire and EMS personnel, and all those in need of service; always represent ourselves and our agency in a professional manner and provide assistance in a compassionate, empathetic, and responsible way; regard ourselves as public servants and members of an important and honorable profession with a duty to serve”.

The Kingman 9-1-1 Communications Center operates 24-hours per day, 7-days per week, and 365-days per year. A staff of one (1) Administrator, four (4) Crew Leaders and eleven (11) Communications Specialists work 12-hour shifts, covering all hours of the day, holidays, and weekends.

The Kingman 9-1-1 Communications Center acts as the primary Public Safety Answering Point (PSAP) for the Kingman Police Department, Kingman Fire Department, Northern Arizona Consolidated Fire District, Golden Valley Fire, Lake Mohave Ranchos Fire District, Pinion Pine Fire District, and Pine Lake Fire District. The Center also dispatches for other City of Kingman Police Department divisions including detectives, traffic, neighborhood service, evidence technicians, and volunteers. In addition, the Center processes after-hours emergency services for the City of Kingman water department and other utilities.

The Kingman 9-1-1 Communications Center ensures that each team member is trained to industry standards in partnership with the Association of Public-Safety Communications Officials (APCO), the National Emergency Number Association (NENA), the International Academy of Emergency Dispatch (IAED), and the Western Arizona Law Enforcement Training Academy (WALETA) for Dispatch.

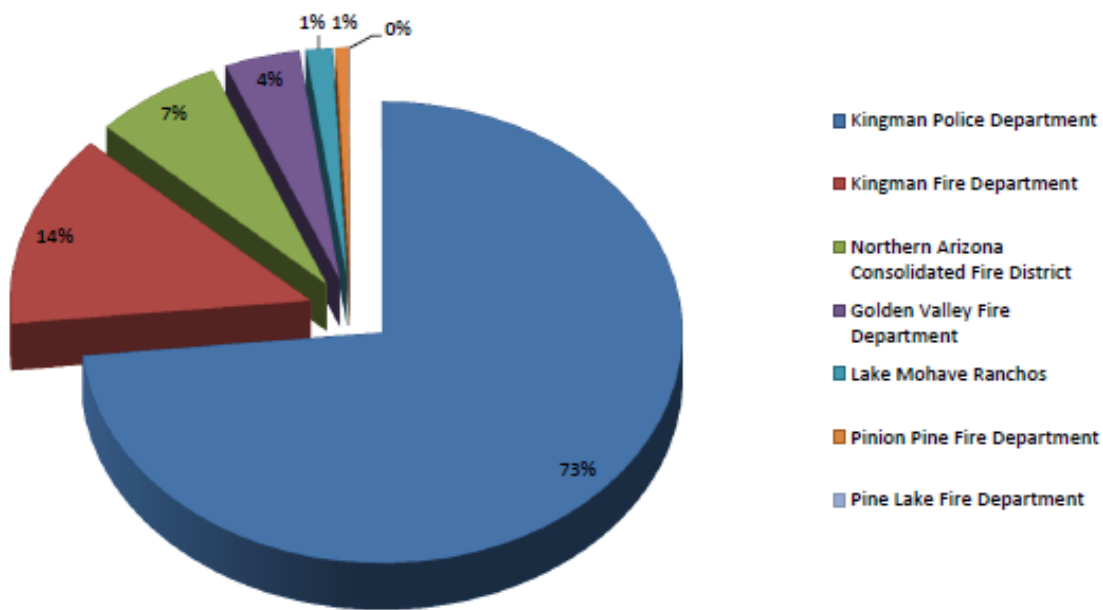
In October of 2016, The Kingman 9-1-1 Communications Center successfully implemented the International Academies of Emergency Dispatch (IAED) Medical Priority Dispatch protocol along with the ProQA software. This protocol automated our process for handling calls for medical assistance by utilizing scripted questions and answers to automatically assign a chief complaint and response mode for each call. We now quickly determine the right resource for each emergency while providing software guided pre-arrival instructions to assist the caller while responders are on their way.

The Kingman 9-1-1 Communications Center handled 54,757 calls for service during the 2016 calendar year. Calls for service increased by approximately 10% over 2015. That equates to an average of 4,563 calls for service per month, 150 calls per day, and 6.25 calls per hour. Each of the 15 floor-level staff members handled approximately 3,650 calls. National Emergency Number Association (NENA) 56-00599 states that ninety percent (90%) of all 9-1-1 calls arriving at the PSAP shall be answered within ten (10). Ninety-five percent (95%) of all 9-1-1 phone calls were answered within 10 seconds.

When should you use **9-1-1**? Nine-one-one (**9-1-1**) is only to be used in emergency situations. An emergency is any situation that requires immediate assistance from law enforcement, the fire department, or an ambulance. If you are ever in doubt of whether a situation is an emergency you should **call 9-1-1**.

Station	Dispatch Time	
	Time	% Comp
Station 21	151	69%
Station 22	141	69%
Station 23	147	68%
Station 24	149	68%
Total Compliance		69%

2016 Call % by Agency



Calls by Agency	Call Count
Kingman Police Department	40213
Kingman Fire Department	7414
Northern Arizona Consolidated Fire District	3772
Golden Valley Fire Department	2199
Lake Mohave Ranchos	773
Pinion Pine Fire Department	396
Pine Lake Fire Department	22

Dispatch Calls for Service Current Year	2016	2015	Variance YoY	% of Total
Police	40,213	34,704	5,509	73%
Fire	2,940	3,353	-413	6%
EMS	11,173	12,123	-950	20%
AMR Only	463	0	463	1%
TOTAL	54,789	50,180	4,609	100%

Dispatch Performance Current Month	Benchmark	Baseline	Compliance %
9-1-1 Call Answering	0:10	90%	95%
Dispatch Time	1:30	3:37	13%

CURRENT DEPARTMENT PERSONNEL

Chief

Chief Jake Rhoades

Assistant Chief

Assistant Chief Keith Eaton

Battalion Chiefs

Battalion Chief Chris Angermuller

Battalion Chief Roger Dixon

Battalion Chief Andrew Rucker

Battalion Chief Porter Williams

Battalion Chief Dan Winder

Captains

Captain Robert Borker

Captain Bob Casson

Captain Joe Cowin

Captain Tommy Flanagan

Captain Rink Gordon

Captain Kelly Johnson

Captain Brandon Medlin

Captain Joey Meins

Captain Tanner Miller

Captain Dave Ravenberg

Captain Chris Simpson

Captain Mike Stapleton

Engineers

Engineer Brad Abraham

Engineer Jason Burke

Engineer Donnie Gilbert

Engineer Genaro Herrera

Engineer EJ Hurley

Engineer Chris Jackson

Engineer Marc Johnston

Engineer Brian Knarr

Engineer Dustin Osborn

Engineer Curt Schrade

Engineer Keith Walker

Engineer Matt Wolsey

Firefighters

Firefighter Mike Barnes

Firefighter Chris Chavez

Firefighter Robert M. Cole

Firefighter Daniel Crowe

Firefighter Jordan Fuqua

Firefighter Justin Garcia

Firefighter Jeff Gilbert

Firefighter Joey Kyzer

Firefighter Lane Nielson

Firefighter Alex Pinkstaff

Firefighter Morgan Rosencrans

Firefighter Tim Sloan

Firefighter Jeff Stapleton

Firefighter Brett Wildebaur

Firefighter Steve Witzel

Firefighter Cody Wood

CURRENT DEPARTMENT PERSONNEL

Part-Time Firefighters

Firefighter Westin Alderdice	Firefighter Steven Boss	Firefighter Alex Gabler
Firefighter Jason Howard	Firefighter Jacob Johnson	Firefighter Dustin McMahan
Firefighter Matthew Moldovan	Firefighter Johnny Patterson	Firefighter Justin Ramos
Firefighter Mark Teigen	Firefighter Jonathan Ufers	Firefighter Mike Wertz

Hydrant Maintenance

Hydrant Crew Leader Paul Johnson	Hydrant Maintenance Stan Eimon	Hydrant Maintenance Art Mayo
----------------------------------	--------------------------------	------------------------------

Dispatch

Dispatch Administrator Deann MacLeod	Dispatch Crew Leader Amy Kennedy	Dispatch Crew Leader Stacy Nelson
Dispatch Crew Leader Marjorie Stone	Dispatch Crew Leader Jennifer Terry	Communications Specialist Robert Brambley
Communications Specialist Chaz Fitcher	Communications Specialist Alannah Hucker	Communications Specialist Ashley King
Communications Specialist Amber Quintanilla	Communications Specialist Scott Rice	Communications Specialist Michael Robertson
Communications Specialist Christine Salmon	Communications Specialist Melissa Smith	Communications Specialist Thomas Smith

Building and Life Safety

Fire Prevention Specialist Mac Nelson	Building Official Jim McErlean	Building Inspector Mike Coldiron
Fire Prevention Specialist Oscar Lopez	Building Inspector Don Anderson	
Fire Prevention Specialist Sean Osterman	Building Inspector Dave Lash	

Support Staff

Fire Administrative Assistant Kimberly McDade	Fire Administrative Secretary Laura Skubal	Building Administrative Secretary/ Permit Technician Sherie Sixkiller-Wing
--	---	---

AWARDS AND COMMENDATIONS

Fire Chief's Award

Kelly Johnson

Tommy Flanagan

Dispatcher of the Year

Marjorie Stone

Officer of the Year

Mike Stapleton

Firefighter of the Year

Curt Schrade

EMT/Paramedic of the Year

Kelly Johnson

Support Staff of the Year

Chris Farrand

Part Time Firefighter of the Year

Jonathan Ufers

Civilian of the Year

Leo Suarez

Company of the Year

Rink Gordon

Brandon Medlin

Jeff Stapleton

William N. Johnston Award

Chris Kimrey, Retired KFD Engineer

Chuck Waalkens, AMR Supervisor

Heather Miller, Trauma Program Manager

Byron Steward, Emergency Management Director

Don Bischoff, Mohave County Jail Director

Wayne Hollon, Police Officer

Legacy Award

Joe Dorner, Retired Assistant Fire Chief



STAFFING CHANGES

New Hires

Robert Cole Firefighter	Steven Boss POC
Sean Osterman Fire Prevention Specialist	Alex Gabler POC
Alannah Hucker Communications Specialist	Tim Grenier POC
Chaz Fichter Communications Specialist	Jason Howard POC
Scott Rice Communications Specialist	Jacob Johnson POC
Melissa Smith Communications Specialist	Dustin McMahon POC
Thomas Smith Communications Specialist	Matthew Moldovan POC
Justin Ramos POC	Jonathan Ufers POC
Mark Teigan POC	Mike Wertz POC

Promotions

Brandon Medlin Captain	Daniel Crowe Firefighter
Tanner Miller Captain	Jordan Fuqua Firefighter
David Ravenberg Captain	Lane Nielson Firefighter
Donnie Gilbert Engineer	Alex Pinkstaff Firefighter
EJ Hurley Engineer	Morgan Rosencrans Firefighter
Dustin Osborn Engineer	Tim Sloan Firefighter

Retirements

Dan Barkhurst Battalion Chief	Jeff Campbell Engineer
Jim Bailey Captain	Mark Olivas Engineer
Larry Hanson Captain	



CITY OF KINGMAN—FIRE DEPARTMENT
2016 ANNUAL REPORT

Cityofkingman.gov
fire@cityofkingman.gov
412 E. Oak Street, Kingman, AZ 86401
Phone: 928-753-2891
Fax: 928-753-7597

